



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
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OPNAVINST 1040.11A
PERS-00R
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OPNAV INSTRUCTION 1040.11A

From: Chief of Naval Operations
To: All Ships and Stations (less Marine Corps field
addressees not having Navy personnel attached)

Subj: NAVY RETENTION AND CAREER DEVELOPMENT PROGRAM

Ref: (a) NAVPERS 15878J (Rev. 10-03), Career Counselor Handbook
(b) OPNAVINST 1900.2A
(c) OPNAVINST 1306.2D
(d) BUPERSINST 1150.1A
(e) OPNAVINST 1900.1D
(f) OPNAVINST 1740.3A
(g) OPNAVINST 1740.4A
(h) OPNAVINST 1040.10

1. Purpose. To provide guidance for the management and operation of the Navy Retention and Career Development Program per references (a) through (h). This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1040.11 and NAVPERS 15878H, Retention Team Manual.

3. Discussion. The program delineated in this instruction will improve the ability of our Sailors to achieve their professional goals and will positively impact their desire to remain on active duty beyond their current enlistment or to join the Naval Reserve. Active involvement of the chain of command from the top down is the key element to a successful Career Development Program, and will provide the guidance each Sailor needs to meet the objectives of all five vectors in the newly evolving Sailor Continuum. This instruction is designed to function as guidance for all Navy commands. Individual command instructions are not required.

4. Objectives. The Navy Retention and Career Development Program provides a means of strengthening all policies and programs designed to:

a. Maintain personnel stability by retaining top quality Sailors in the proper skills balance and at the required numbers.

b. Ensure all Sailors and their families are provided the guidance necessary to make informed career decisions.

c. Encourage members to actively participate in the Naval Reserve if they leave active naval service, and ensure they receive appropriate transition counseling.

5. Feedback. The Navy Retention and Career Development Program relies on robust interaction with Sailors and their families. All Sailors must be given the opportunity to provide feedback to senior Navy leadership. Sailors are encouraged to submit recommendations to the Navy Personnel Command (COMNAVPERSCOM) Center for Career Development Customer Service Center (CSC) via csc@persnet.navy.mil or call 1-866-U-ASK-NPC (1-866-827-5672).

6. Policy. To fully optimize the Navy Retention and Career Development Program all Command Career Counselors (CCC) will be provided the necessary equipment, training, and staffing to properly carry out their responsibilities.

7. Responsibilities and Action

a. The Deputy Chief of Naval Operations (Manpower and Personnel) (CNO (N1)) shall:

(1) Exercise oversight of Navy Retention and Career Development Program.

(2) Provide annual reenlistment targets to Fleet and other Echelon 2 commanders. Commander, Naval Reserve Force (COMNAVRESFOR) shall establish reenlistment targets for the Naval Reserve.

(3) Ensure that all commands, less submarines, with an authorized command master chief (CMC) billet have a Navy Counselor (NC) billet assigned.

b. Commander, Navy Personnel Command (COMNAVPERSCOM) shall:

(1) Be the central point of contact and expertise for career information and retention policy issues, and establish Career Information Management (CIM) guidelines to ensure standardization of command Career Development Programs throughout the Navy based upon CIM methods in reference (a).

(2) Liaise with Fleet and Echelon 2 commanders on training, programs, policies, and planning for leadership regarding reenlistment and attrition matters.

(3) Analyze, maintain, and disseminate command reenlistment and attrition data to Fleet and other Echelon 2 commanders.

(4) Monitor Navy reenlistment and attrition trends.

(5) Ensure the Career Development Training Course (CDTC) and the First Term Success Workshop (FTSW) are updated and distributed quarterly on the Bureau of Naval Personnel (BUPERS) CD ROM.

(6) Assess the impact of personnel policies, analyze problem areas, formulate recommendations for corrective action, and propose changes that will positively affect reenlistment and attrition.

(7) Provide real time, up-to-date training through Career Management Symposiums. Include briefings that will provide the latest retention tools to local CCCs, CMCs, and Chiefs of the Boat (COB).

(8) Act as the technical advisor for the NC rating and Career Information Program Advisor (NEC 9588) community.

(9) Monitor and provide recommendations concerning distribution and manpower requirements for NC and NEC 9588 assets. (COMNAVRESFOR will monitor Training and Administration of the Reserves (TAR) NC and NEC 9588.)

(10) Monitor the CCC Course (CCCC) (A-501-0011) and recommend changes, when appropriate. Maintain liaison with the Naval Education Training Command (NETC) Center for Services Support, with inputs from Fleet and Echelon 2 commanders.

(11) Monitor the Navy Transition Assistance Management Program (TAMP). Provide recommendations concerning Transition Assistance Program (TAP) workshops as delineated in reference (b).

(12) Operate and maintain a Navy Retention website (www.staynavy.navy.mil). Provide up-to-date information,

web-based applications, and links for Sailors, families, and Navy leadership.

c. Master Chief Petty Officer of the Navy (MCPON) shall:

(1) Act as principal advisor to the Chief of Naval Operations (CNO) and work with the COMNAVPERSCOM Center for Career Development (PERS-00R) regarding Sailor advocacy policies and issues.

(2) Ensure the CMC and COB communities fully understand their role and support the Navy Career Development Program per references (a) and (c). Duties of the CMC and COB are directly related to the welfare of Sailors and their families, and impact retention.

(3) Ensure CMCs and COBs are effectively overseeing the Command Sponsor, Indoctrination, and Mentorship Program, and the Career Development Board (CDB) process.

d. Commander, Navy Recruiting Command (COMNAVCRUITCOM) shall

(1) Establish recruiting programs, policies, and procedures supportive of the Navy Career Development Program.

(2) Per reference (d), establish and maintain recruiting support programs that provide opportunities for Sailors to assist local recruiters in locating and enlisting or commissioning qualified individuals.

(3) Support Fleet requirements by recruiting Sailors for the Naval Reserve as they transition from active duty.

(4) Provide a formal pre-separation presentation to all Sailors (officer and enlisted) separating from active duty using Naval Reserve Career Information Teams (CARIT) as outlined in reference (e).

(5) Provide direction and support for CARITs to carry out coordination, scheduling, and presentation of required briefings for active duty Sailors and Mobilized Reservists.

e. Fleets and Other Echelon 2 Commanders shall:

(1) Establish a quarterly Honor Roll and annual Retention Excellence Award program in support of CNO reenlistment and attrition targets.

(2) Monitor CCCC (A-501-0011) training and recommend changes to the NETC Center for Services Support and COMNAVPERSCOM (PERS-00R).

(3) Provide initial onsite and continuous training to CCCs assigned to:

(a) Type/Force/Regional Coordinators.

(b) Other Echelon 3 Commanders.

(c) Immediate Superiors in Command (ISIC).

(d) Regional support organizations/Naval Submarine Support Commands.

(4) Monitor Fleet reenlistment and attrition trends.

(5) Liaison with COMNAVPERSCOM (PERS-00R), COMNAVRESFOR (N12), and Fleet Master Chiefs on policy and planning for leadership and retention matters. Assess retention impact on Sailors whenever policies are proposed or changed, and provide feedback.

(6) Monitor and provide recommendations concerning distribution and manpower requirements of NC and NEC 9588 assets.

f. Commander, Naval Reserve Force shall:

(1) Establish reenlistment and attrition targets.

(2) Manage the Naval Reserve Retention Excellence Awards program in order to recognize commands that meet requirements.

(3) Prescribe and govern the methods and procedures for Drilling Reservists CDTC.

(4) Recommend changes to Full Time Support (FTS), CDTC, and Fleet NC(C) rating occupational standards, when necessary.

(5) Participate in periodic reviews for the Fleet NC(C) rating and Naval Reserve Professional Development Center (NAVRESPRODEVCCEN) Career Information Course (R-501-0005) when applicable.

(6) Collect and analyze Naval Reserve Career Decision Survey (NR-CDS) data.

(7) Conduct an annual Career Resources Education Workshop (CREW).

g. COMNAVRESFOR Echelon 4 commands shall

(1) Assign an active duty CCC.

(2) Implement Retention Excellence Awards for subordinate commands.

(3) Designate, in writing, an Echelon 6 Drilling Reserve CCC to work directly with the Echelon 4 CCC if applicable.

h. COMNAVRESFOR Echelon 5 commands shall

(1) Ensure Navy Career Development Programs for assigned Sailors are per this instruction.

(2) Assign an active duty CCC.

(3) Assign a Drilling Reserve CCC for commands with over 30 assigned Drilling Reservists.

i. COMNAVRESFOR unit COs and OICs administratively assigned to Echelon 5 commands shall:

(1) Assign, in writing, a unit career counselor. This assignment shall be for a minimum of 24 months.

(2) Ensure unit career counselors attend the CDTC within 6 months of assignment. Unit career counselors are strongly encouraged to attend the 2-week NAVRESPRODEVCCEN Career Information Course (R-501-0005).

j. COMNAVRESFOR Echelon 5 CCCs shall:

(1) Be assigned as Collateral Duty CCCs for a minimum of 24 months.

(2) Complete the billet and training requirements provided in this instruction within 6 months of assignment. If a class quota is not available within this time frame, attendance at the NAVRESPRODEVCON 2-week Career Information Course (R-501-0005) will satisfy this requirement.

(3) Support, train, monitor, and assist assigned Echelon 6 unit counselors.

k. COMNAVRESFOR Echelon 5 Drilling Reserve CCCs shall:

(1) Assist active duty CCCs in the performance of their duties.

(2) Be assigned to the position for a minimum of 24 months, and attend the 2-week NAVRESPRODEVCON Career Information Course (R-501-0005) within 6 months of assignment.

l. COMNAVRESFOR Echelon 6 unit COs and OICs administratively assigned to Echelon 4 commands shall:

(1) Assign, in writing, a drilling reservist as the CCC. This assignment shall be for a minimum of 24 months.

(2) Ensure the Drilling Reserve CCC attends the 2-week NAVRESPRODEVCON Career Information Course (R-501-0005) within 6 months of assignment.

m. COMNAVRESFOR Echelon 6 Drilling Reserve CCCs shall:

(1) Assist active duty CCCs in the performance of their duties.

(2) Be assigned to the position for a minimum of 20 months, and attend the 2-week NAVRESPRODEVCON Career Information Course (R-501-0005) within 6 months of assignment.

n. Type/Regional Coordinators/other Echelon 3 Commanders/ISICs/Regional Support Organizations, Naval Submarine Support Commands shall:

(1) Using Appendices A and C of reference (a), conduct an annual Command Career Development Program review for all subordinate and supported commands.

(2) Disseminate a quarterly best practices information message to subordinate commands with information obtained from annual reviews so that all commands have every opportunity to succeed.

(3) Ensure standardization of subordinate and supported Command Career Development Programs based upon CIM methods per reference (a).

(4) Monitor attendance and provide recommendations and feedback concerning TAP seminars per reference (b).

(5) Provide initial onsite and continuous training to CCCs assigned to subordinate and supported commands.

(a) Regional Counselors shall coordinate area-wide training once each quarter (at a minimum) for all commands within their area of responsibility.

(b) ISIC and Regional Support Office, and Naval Submarine Support organizations will coordinate training for subordinate and supported commands at least monthly, and assist CCCs in coordinating and conducting CDTC and FTSW for their commands.

(6) Serve as quota control for CCCC (A-501-0011), informing appropriate Fleet and other Echelon 2 commanders periodically, or as requested, on the status of CCC quota utilization.

(7) Ensure commands with an initial tour CCC (CCCC graduates) provide feedback on performance, preparedness, and counselor knowledge using the CCCC fleet feedback report provided by Naval Professional Development Command (NPDC) Center for Services Support, Athens, GA and copy to COMNAVPERSCOM (PERS-00R).

(8) Maintain and provide monthly reenlistment and attrition statistics and transaction data to subordinate and supported commands.

(9) Brief prospective commanding officers and prospective executive officers on issues and policies of the Career Development Programs.

o. COs and OICs shall:

(1) Establish and maintain an aggressive and proactive Command Career Development Program as outlined in this instruction and reference (a).

(2) Ensure Command Career Development Team meetings are conducted quarterly at a minimum. Team composition will include CO, XO, CMC, CCC, department heads, and department leading chief petty officers. It is recommended COs invite the command Ombudsman to participate as a team member. Additional members, such as department and division career counselors, are encouraged to attend as appropriate.

(3) Ensure the CMC and CCC develop and maintain a career development team training program. All department and division career counselors must attend the CDTC.

(4) Use the CCC as the primary source of career information and to organize, manage, and train the career development team and supervisors. Client to counselor ratio should be no greater than 30:1.

(5) Ensure the CCC has a computer system that is capable of running current Career Development Program software and accessing associated online databases. The CCC should be provided with suitable office space for private counseling and will have access to communications and internet capability, as platform allows.

(6) Ensure all separating Sailors receive formal preseparation counseling using DD 2648 (JUL 2002), Preseparation Counseling Checklist and Individual Transition Plan (ITP), per reference (b).

(7) Per reference (c), ensure the CMC and CCC maintain an active enlisted CDB program using the guidance provided in Appendix C of reference (a).

(8) Ensure command conducts effective command indoctrination and sponsor programs as outlined in reference (f).

(9) Ensure the CMC and the CCC a conduct periodic internal Command Career Development Program self-review, using Appendices A and C of reference (a). At a minimum, these should be conducted when key leadership changes occur (CO/CMC/CCC). If results of this self-review show negative findings, commands are encouraged to seek assistance from their ISIC/regional support organization.

(10) Encourage conversion from overmanned to undermanned ratings to provide the greatest opportunity for upward mobility using Career Reenlistment Objectives (CREO), Rating Entry for General Apprentice (REGA), Enlisted Career Management Objectives (ECMO), and Perform to Serve (PTS).

(11) Establish and maintain an aggressive Officer Career Development Program.

(12) Ensure that all single parents and military couples with dependents are counseled per reference (g).

(13) Ensure all Sailors in pay grades E-1 through E-4 attend a FTSW per reference (a). Recommend including FTSW as part of command indoctrination.

(14) Monitor CDBs and review reports of CDB results, amplify any proposed actions, and approve as appropriate.

(15) In cases of an initial tour CCC (CCCC graduates), after a six month evaluation period, provide feedback on performance, preparedness, and counselor knowledge using the CCCC fleet feedback report provided by NPDC Center for Services Support and copy to COMNAVPERSCOM (PERS-00R) at the following addresses:

Commanding Officer
Attn: NC(C) Subject Matter Expert (SME)
Center for Service Support
1425 Prince Avenue
Athens, GA 30606-2205

Navy Personnel Command (PERS-00R)
Attn: NC(C) Rating Technical Advisor
5720 Integrity Drive
Millington, TN 38055-0002

Note: Provide a copy to the appropriate Type Commander or other Echelon 3 command.

(16) Per reference (a), counsel separating Sailors who are eligible and recommended for retention to ensure all efforts have been made to retain qualified Sailors. Ensure those Sailors who ultimately decide to separate attend pre-separation counseling for transition to the Naval Reserve.

(17) Ensure Drilling Reservists complete the NR-CDS at all major transition points (reenlistment, extension, advancement, promotion, any transfer to a non-pay status, for Mobilized Reservists at their 6-month mark and at their demobilization site).

(18) COs are encouraged to ensure Sailors participate in the "ARGUS" Career Milestone Tracking System at key career milestone transition points per reference (h). Sailors should take the survey upon return to active duty, advancement, reenlistment, extension of obligated service, execution of PCS orders, retirement, change of status to and from limited duty, and separation. Officers should take the survey upon return to active duty, promotion, execution of PCS orders, retirement, change of status to and from limited duty, and separation. The ARGUS survey can be found at www.staynavy.navy.mil.

p. CMCs and COBs shall

(1) Support command retention and personnel programs emphasizing chain of command involvement under the CIM concept per reference (a).

(2) Supervise and support CCCs in the performance of their duties.

(3) As directed in reference (c), monitor the command career development team and CIM, coordinate the command sponsor program, chair the CDB, and support the CCC in the performance of their duties.

(4) Ensure all Sailors on their first enlistment are seen by the CDB within 30 days of reporting, or within three drill weekends and annually thereafter for Drilling Reservists. Special emphasis will be paid to those non-designated Sailors who will need additional CDBs within the first 24 months. All other Sailors will be seen by the CDB within 60-days of reporting.

(5) Forward a written report to the CO or OIC discussing CDB actions and recommendations. Ensure active participation by LCPOs and leading petty officers at the CDB. During the reporting CDB ensure Sailors develop and refine their Individual Career Development Plan as outlined in Appendix B of reference (a).

q. CCCs shall:

(1) Be responsible to the CO and the CMC or COB for all matters related to Career Development Programs and policies. The CCC will be a permanent member of the CDB. The CMC and CCC team will be the focal point for enlisted retention initiatives within the command and will ensure all enlisted Sailors are afforded every opportunity for career development.

(2) Be a graduate of the CCCC (A-501-0011). Drilling Reserve CCCs shall be a graduate of NAVRESPRODEVCCEN Career Information Course (R-501-0005). TAR CCCs are required to attend both courses of instruction.

(3) Have primary access to the BUPERS directives CD-ROM. If access is not available through the local area network, the CCC will have a distributed copy of the most current edition.

(4) Conduct, at a minimum, CDTC classes that will maintain training levels of 100 percent for Sailors assigned as Career Development Team members. CDTC should be conducted during command indoctrination when possible.

(5) Conduct the FTSW for all Sailors in pay grades E-1 through E-4. FTSW should be included during command indoctrination when possible. Inclusion of CDTC during command indoctrination will satisfy this requirement.

(6) Conduct a training program as outlined in Appendix A of reference (a) for Career Development Team members.

(7) Provide, as part of the CO's monthly report, the following information:

(a) Periodic Retention/Career Development Report Appendix A of reference (a).

(b) Minutes of the monthly Career Development Team meeting/training.

(c) Fifteen-month EAOS/PRD roller list.

(8) Conduct a quarterly review of each department's career development program. Specific emphasis should be placed on the dissemination of timely and accurate information. Provide written feedback to the chain of command.

(9) Counsel separating Sailors who are eligible and recommended for retention to ensure all efforts have been made to retain qualified individuals. Ensure those Sailors who ultimately decide to separate attend pre-separation counseling for transition to the Naval Reserve.

(10) Counsel all First-Term Sailors separating with obligated Individual Ready Reserve (IRR) service that should they decide at a later time to become a Drilling Reservist, any IRR time served will count toward High Year Tenure.

(11) Using the timelines in Chapter 5 of reference (a), ensure all Sailors separating, transferring to the Fleet Reserve, or retiring receive appropriate pre-separation/retirement counseling as outlined in reference (b).

(a) Ensure the required DD 2648 is completed prior to TAP attendance. Ensure servicemembers provide a copy of the DD 2648 to the Fleet and Family Service Center on first day of TAP. File the original DD 2648 in the member's field service record and maintain a copy in CCC files for two years.

(b) Ensure that every member is provided with an Individual Transition Plan, if requested.

(c) Coordinate TAP quotas for Sailors who are separating or retiring.

(12) Coordinate with CARIT to ensure all Sailors are scheduled to attend the mandatory formal pre-separation briefing prior to separation, as required by reference (e). Sailors will normally receive this briefing during the TAP seminar.

8. Reports and Form

a. The reporting requirements contained in this instruction are exempt from reports control per SECNAVINST 5214.2B.

b. DD 2648 (JUL 2002), Preseparation Counseling Checklist is available at <http://www.dior.whs.mil/icdhome/DDEFORMS.HTM>

G. L. HOEWING
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(Manpower & Personnel)

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